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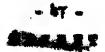


## 1. Orter Officer Praises Progress

2. The Office of Personnel has identified and led an attack on one of Office important personnel problems: the need to train young efficers in sufficient numbers to fill the "valley after the heap" in the 1970's when many officers now in their 50's and late 40's will retire. The Office of Personnel has recommended an expanded 50% program, the Career Officer Traines Program, which will increase the number of professional trainees from 150 to 225 a year. This expansion was approved on 80 March 1964. It will supply junior professionals to the Deputy Directorates each year beginning in 1965 as fallows:

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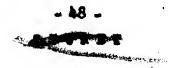
A. The new program will be the principal induction mechanism for junior professionals in all Deputy Directorates. It will be a departure from early JOF concepts of a small group of potential supergrades who would eventually fill the top jobs in CIA. Some of the junior prefessionals under the expanded program will rise





of condentrating on a potential elite, the new program will include people who will eventually fill jobs ranging from about GS-1: up, in a wide range of categories. It is also an important extension of previous JCT programs which have selected and trained people primarily for service in the Glandestine Services.

- 3. Although the expansion has been approved and the numbers of trainers agreed on, there are at least five important questions which have not been settled:
  - broken down in sufficient detail. The Office of Training and the Office of Personnel have not been given information on the numbers and kinds of operations officers, analysts, findance officers, area specialists, scientists, economists and others required for each Deputy Directorate, so that recruiting requirements can be organised.
  - b. The qualifications to be sought in trainees have not been spelled out. For example, a trainee who will enter the Office of Finance should have a different educational background, interests and aptitudes than a trainee scheduled for the Office of Central Reference, ID/I or the Division, ID/F.\* The Director of Training feels strongly that





present ACE standards should be maintained regardless of the end use of a trainee.

- c. The training to be given needs more discussion. It is probably desirable that all trainees have some common denominator training, but not necessary that all have the operations course now given JUEs scheduled for the Clandestins Services.
- 6. There is no general agreement as to whether trainers should be selected primarily from GIA employees who can most required standards, or primarily from candidates who have not had prior GIA experience. One school of thought argues for more "internal" trainers whose performance can be observed and evaluated before he is placed in an expensive training program. It is argued that the training will meen more to employees who have had some SIA experience. It is also argued that the attrition rate is lower for internal trainees. Others believe that it is desirable for most trainers to be recruited from exteids as has been done in past progress which have preduced excellent officers. A balance is probably the ensur. But, if more trainees are to come from CIA empleyees, selection, scheduling and assignment procedures will have to be organized to supply qualified young people who will ultimately serve as trainees in the expended program.

- e. New selection procedures must be worked out. The
  Director of Personnel and the Directorates should have a
  voice in nominating candidates and making final selections.
- 4. In view of the fact that this will be one of the most if not the most important personnel programs, in CIA, it is
  necessary to examine carefully the role the Office of Personnel
  should play in it. We believe the trend should be to strengthen
  the Office of Personnel's role in selection and assignment of
  trainees. If, as seems likely, there will be a significant number
  of internal trainees, the problems of selection, scheduling and
  assignment will be such that the Office of Personnel ought to have
  a key role in the program.

5. 27 March 1963, Applications for Junior Officer Trainee Program, expired on 1 January 1964. It should be updated, reissued and given broad distribution, both in the field and at Headquarters. Employees who believe themselves qualified should be emocuraged to apply for this program.

#### It is recommended that:

No. 15

The Deputy Director for Support:

a. Review the respective roles of the Office of Training and the Office of Personnel in the Career Officer Trainee Program, and ensure that the latter office has a sufficient role in the selection, scheduling and assignment of officers in the program.





- b. Take such additional steps as are necessary to resolve unresolved questions of requirements, qualifications, training, sources and selection procedures for trainees under the new program.
- d. Neview the Career Officer Trainee Program in Sammary 1965 to ensure that it is being extried out in accordance with the objectives stated in the memorandum approved by the IDDI dated 25 February 1964; Recruitment of Young Officers.

- d. Applications for Junior Officer Trainer Program which empired on 1 January 1964, should be revised to reflect changes in the program and given wide distribution both in the field and at Handquarters.
- e. Instruct the Director of Personnel, in collaboration with the Heads of Gareer Services and the Director of Training, to recruit young officers with potential as Career Officer Trainees for selected jobs in all Directorates where they can serve while gaining on-the-job experience to establish their qualifications for the COF program.

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#### C. Personnel Processing Costs

I. We estimate that it easts an average of \$1500 to enter new civilian staff employees on duty. This implians the costs of recruiting, accompanions, invites and appointes travel, security investigations and yealygraph ematinations, motical ematinations, testing, securiosate, orientation; processing and testing of claricals in the Reterin Assignment Brunch; special recruitment of Junior Officer Brainses, existific, professional and specialist personnel; and the like.

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2. In FT 1963 aivilian staff employees extered on duty with the Agency in all entegories: professional, technical, administrative and electual. The total overhead costs of bringing these people on board assence to account assence to account of the basis of \$1500 per head.

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3. The Office of Security, the Medical Staff and the Office of Personnel Medical Staff and the Office of Personnel Medical Staff and the Office of Personnel Medical Staff and their respective personnel processing costs - Cal has not however, undertaken a comprehensive study on how overall personnel processing costs - from initial contact by rescutters until entrance on duty - might be reduced. We believe this problem area merits further attention.

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4. Of the most employees hired in FY 1963, 874 were recruited by CIA components other than the Office of Personnel.



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There are no statistics on the maker of interviews involved in this impresent of new employees. The security employees who were recruited by the Office of Personnel involved an estimated interviews conducted by the Personnel people in Mashington and in the field.

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5. It is apparent that the high ratio of initial interviews to the number of first recentles the finally enter on duty represent a substantial overhead sort. One may to reduce the ratio would be to expend the employment of standardized tests to include professionel condidates, as has been done in the past for condidates for clerical and communications positions. Note the Department of State and the United States Information Agency have for several years measurally employed standardized written tests for the screening of officer level confidence. The Civil Service Countssion holds similar tasts for clarical applicants and for samegament trainess under the Federal Service Entrance Engineering system. These tests week out those who are not qualified and permit the interested apprecies to concentrate their interviewing procedures on condidates who mears sufficiently well to deserve further consideration. This is the converse of CIA's recruitment procedure in FX 1963 which implied preliminary intervious with applicants from whom less then there execute were relected for

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further consideration, besting, and processing.

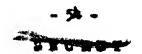
- 6. An edvertised best would also ettrect some applicants not now reached by CIA's recruiting organization. It would also require some initiative on the part of the applicant taking the test, and initiate more than casual interest in working for CIA, which many people more being contacted do not. Although there are nown possible escurity problems in advertising for CIA applicants. this is now being does for some estagories of paraconal, and we believe such risks to be no more serious than those in present respuising procedures.
- T. The best betteries for applicants in all estagories should be designed or stayted in collaboration with the Assessment and Evaluation Staff of the Matical Staff to point up the characteristics, qualifications and experience desired. The tests could be administered or other competent cognitivations under contract, as is now being done for Junior Officer Trainer explications.

# 25 to recommended that:

No. 1

The Director of Personnel:

a. Colleborate with the Assessment and Evaluation Staff of the Medical Staff to develop or adopt a series of test betteries designed to measure the characteristics, qualifications and experience of professional, communications and als/seal applicants;





- b. Insugarate a pilot program in which such conditions would be invited through advertised notions to undergo teamendations; and
- c. Besed on the effectiveness of the sivertising and test procedures, and on opportunities for economies which may result, adopt a permanent advertising and testing progress for the recruitment of staff employees.
- 3. Under current procedures, thousands of applicants are processed through various stages of security investigations, undical examinations and testing procedures only to be rejected for one reason or another. This is probably inevitable with the bigis clearance standards CIA must maintain. Certainly we do not advocate lowering these standards. We note, however, that the maintainal Security Agency has recently initiated a pilot program of field-polygraphing, besting and giving medical examinations to applicants in the Souten area for selected jobs prior to fall explicants in the Souten area for selected jobs prior to fall explicants processing in Mashington. This is being done to eliminate those who are devicably not qualified as early in the process as possible. We consider it beyond the terms of reference of this entry to investigate the results of MA's pilot program, but suggest that the Deputy Mirector for Support may find it worth

# It is recommend that:

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The Deputy Mirector for Support explore the feasibility of administering polygraph and medical examinations at

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9. It should also be noted that over 1000 applicants in 1763 completed all phones of security, medical and personnel processing, were found to be aligible to enter on duty and were offered a jet, but did not ascept for a wariety of reasons. The Office of Personnel maintains good seconds on the matters of such personnel, and the reasons for measons for measons. We believe it is possible for the Career Services and the Office of Personnel to mention all cases in processes some oftened, to eliminate or discontinue the processing of those who are not interested or who are not meded, and reduce costs in this area.

#### It is recommended that:

20. 10

The Mirector of Newscard enalyse the records in the Office of Personnal of comidates for staff employment who have declined positions offered them, in as effort to determine the principal cames of such rejections so that the findings can be disseminated to Career Services and recording officers in the interest of reducing processing codes.

10. Due to the high cost of personnel processing and clearance, satisfation in CIA measure considerable importance. We should not complemently assurt our present attrition rate which is roughly equivalent to the assure of other federal agencies, some of whose employees are not comparable to CIA's in many respects. Our Carper Services and the Office of Personnel have not given exceed attention



of professional attrition is about a year. From
July 1962 through February 1964, CIA lost professional
employees, shout the sesse master of professionals the entered
on dely during the sesse paried - a period during which more new
people entered CIA them at any time since the early 1950's. In
the last six months of 1963, DD/I professional attrition was
so percent higher them other beguty Directorates. In view of
the high costs of attrition in CIA, we believe a thorough examination of the remarks for it in each quagonant and possible ways
of reducing it is needed.

### It is recommised that:

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The Director of Personnel in collaboration with the individual Garage Services conduct a study of the prevailing rate of attrition enong professional curses employees in an effort to arrive at findings which may suggest ways of reducing the implicit costs of high attrition rates.

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#### D. The Assessment and Evaluation Staff

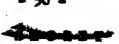
- 1. We believe the Assessment and Evaluation Staff (AAR Staff) of the Medical Staff represents a copability which, if fully staffed, could be of ecusionable assistance in many perspanel management problems: weenviting, selection, metohing of people and jobs, performance evaluation, in conducting employee morals and attitude studies, reducing estriction and in other ways.
- 2. Assessment payelestogists are in great desend and in short supply. The Agency has not been able to recruit and retain enough: qualified poychologists to smust the kind of sustained effort needed. This is fully recognized, and priority is being given to recruiting such people.

## It is recommended that:

Ma. 20

The Deputy Director for Support:

- a. Continue to give a high priority to recruiting enough qualified professional personnal to bring and keep the AME Staff to to strength; and
- b. Explore with the Chief, Medical Staff, ways in which the AM Staff can make a greater contribution to the Agency's personnel progress.





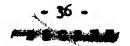
#### 8. Sulary and Wass Division

budgeted at \$198,600 has a charter to develop and maintain "an Agency-wide program of position elassification and wage administration." Position elassification, review of staffing patterns and review of proposed grade changes account for about one-half of the Division's work. Special studies of a wide range of personnel matters account for most of the other half. The latter

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research branches of CCI; the personnel organization of the Credit Union; staffing patterns of various CIA components for the Executive Director-Comptrollar; and the use of contract personnel by a European field station. The manpower control officer of the Office of Budget, Pregram Analysis and Manpower is very complimentary of the work the Division has done for his office. Demands on the Division for special studies are increasing. The actual work of the Division is more diversified than its rather narrowly stated charter.

2. This Division is the component of the Office of Personnel which has the most day-to-day access to and information



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about workload, job requirements, job qualifications and personnel practices and problems of other CIA offices. It is the only Agency component which is in a position to review the performance of the Career Services in any systematic way. Although most of the officers in the Division have specialized in position classification during their professional exceers, they have been exposed to a variety of other personnel matters. Three have served with the Clandestine Services and two have had overseas service.

- charter and a more broadly qualified staff to examine all aspects of personnel management of the Career Services including the kinds of problems sublined in this report. This is essential if the Director of Personnel is to discharge his review and evaluation function. The Division is not now equipped to do this. It is understrength, and the Division is fronk to said that it has to react to day-to-day problems and requests rather than plan its coverage of major problems areas systematically. It has a budget of only \$4,800 for travel for FI 1964. Minety percent of CIA's overseas installations have never been surveyed. Some Mendquarters components have never been surveyed as a unit.
- 4. We have given consideration to a proposal that the Division be transferred to the Executive Director-Comptroller.





and given an advocathe-board management review function similar to that of the former Management Staff. Although there are merits to such a proposal, we believe that this would seriously weaken the Office of Personnel at a time when it needs strengthening. We believe that the Mariaion should remain in the Office of Personnel, be remained the Personnel Management Mariaion, and given sufficient staff and beaking to undertake the expanded activities outlined above.

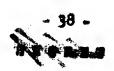
# It is recommended that

. No. 10

The Director of Personnels

a. Redesignate the Salary and Wage Division as the Personnel Management Division;

- b. Broaden the charter of the Division to include: the review of personnel management policies and practices of offices and Career Services and manpower utilization;
- c. Extend the review function of the Division to include: salary and wage structure, promotion practices, retirement progress and insurance benefits of CIA proprintaries;
- d. Identify personnel problems resulting from this review and evaluation which are not possible to resolve with heads of offices and Career Services and bring them to the attention of the Executive Director or the IRON with recommendations for setion;
- e. Provide the Division with sufficient qualified people, funds and support to accomplish its broadened mission;
- f. Collaborate elesely with the Director of Budget, Program Analysis and Manpower in carrying out this mission.



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# Plane and Murior Staff

- 1. This staff of 11 people, budgeted at \$126,200 for FY 1964 reviews and evaluates personnel policies and progress, undertakes special studies and develops and coordinates parsonnel regulations.
- 2. Its major contribution in FY 1964 was the study on the "valley after the hamp" of Agency professional personnel in the middle and upper grades who will retire in the mid-1970's and its proposal for an expanded JOT program to deal with this problem. This proposal was approved on 20 March 1964. Other special studies of this staff have had less impact on the Agency's personnel program.
- 3. One of GIA's important personnel problems is the lack of a systematic program of essentive development to provide trained leaders with broad experience for senior positions. This was recommended in 1952 by the Carmer Service Committee, again in 1959 in the Inspector General's Survey of the CIA Career Service, in 1962 by the Task Force on Personnel Management and by the Director of Personnel in 1963 in response to the Emecutive Director's Action Name No. A-239 of 1 May 1963. There has been, however, little strange in GIA's methods of executive development over the years. Although Gareer Services and Directorates have programs for developing supervisors, managers and executives, there is no systematic program for developing



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executives with experience which transcends a single directorate. Cognizance is taken of possible security and cover problems in transfers of personnel from the Clandestine Services to other directorates, and vice versa, but it is believed these can be minimized by careful handling. It is also pointed out that projected losses through retirement in the 1970's which include people on whom CIA has been counting to replace its senior officers make this a problem which the Agency should face up to and soon. If early retirement legislation is emacted these losses will probably increase.

#### It is recommended that:

No. 11

The Director of Personnel review former and current proposals for an executive development program and submit a new proposal to the DDGI which will identify and provide special development opportunities for employees with potential as generalists for senior managerial and executive responsibility.

- 4. The Deputy Chief of the Plans and Review Staff is chairing a task force on personnel records to correct "cerious inaccuracies in personnel information which have resulted from the failure of responsible officials to initiate changes in basic personnel records." The task force should be encouraged in this undertaking.
- 5. There are a member of problem areas in personnel regulations. For example, there is no current regulation ER



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on Personnel Policy Objectives, the previous regulation on this subject issued in 1953 having been reseined. Some regulations on Staff Employees, Staff Agents, Military Staff Agents, Rights, Selectes, Contractual Agreements for the Covert Augport of Operations are contained in Confidential Fund Regulations issued in 1950 and 1951. These are obsolete and should be revised. A regulation on Position Analysis has not been revised since 1954. A new regulation on this subject has been under negotiation for years. The current regulation on Pay was issued in 1951. The handbook on Personnel regulations contains a statement dated 15 September 1961 that a new paragraph on this subject will be published in the near future. A regulation on Manpower Controls has been in coordination for over 20 months. The on Employee Condust should be revised to conform to the Headquarters regulation on this subject. IR Career Services, is dated 15 September 1961 and negotiations for a revised regulation have been carried on for over a year. Although the Personnel regulations handbook calls for a regulation Ex Planning, there is no regulation on this subject. Again the handbook contains a statement dated 15 September 1961 that information on this subject will be published as HR near future. The Office of Personnel and the Office of General

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Counsel have not been able to agree on a proposed revision of HR Involuntary Separations, although the revision has been under discussion for many months.

6. We should hasten to add that these problems do not result from inaction by the conscientious Regulations Control Staff of DO/S. They rather are a reflection on the decision making process in the Agency. We see no reason thy decisions cannot be reached on basis personnel regulations, and believe that the Director of Personnel should take additional action to resolve open issues or identify those for the DOII which cannot be resolved at a lower lawel.

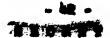
#### It is resommended that;

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No. 12

#### The Deputy Mirestor for Supports

- a. Expedite the issuence of revised personnel regulations on Employee Conduct, Manpower Controls, Position Analysis, Hours of Work, Pay and Involuntary Separations.
  - b. Hevise Genfidential Fund Regulations on Staff Replayees, Staff Agents, Military Staff Agents, Rights, Salary, Contractual Agreements for the Covert Support of Operations issued in 1950 and 1951.
- 7. If the Salary and Wage Division is to be reorganized in accordance with our Recommendation No. 10, there will be some overlap in its functions and those of the Plans and Review Staff, in the review and evaluation of personnel policies and programs,



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and in projecting future personnel requirements. A redefinition of the respective functions of these staffs, if the above recommendation is approved, will be necessary.

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	ExAsst/DPers			DATE									
				19 Jun 64									
	TO: (Officer designotion, room number, ond building)	DATE  RECEIVED FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Drow o line ocross column ofter each comment.									
-	1. Chief, PRS		410	Attached are extracts from the IG									
	2.		1,0	report on Personnel which are pert nent to your activity or for which D/Pers has asked that you assume									
	3.			focal responsibility for developing OP comments.									
ATINT	4. L			for comments is yours. As you know, the same has already check									
	5.	file		out much of the regulations comment D/Pers deadline for your draft comment or response is 10 Jul;									
TINTL	6.			DD/S deadline is 15 Jul.  Part 8 is attached for your info									
	7.			since implementation would affect PRS functions. will be drafting comments on Part 8; plea									
	8.			work with him if you have views to be included.									
	9.		\ \ \ \	D/Pers asked that you be the foca point on developing OP position of Part B on the COT program. The									
	10.			DD/S deadline on this one is 1 Ju and ours is 29 June. (POD & PRD have copies.)									
	11.		V	He also asked that yoube the foca point on 20b in Part D on the A&E Staff. The DD/S deadline here is									
	12.			1 July and ours is 25 June. (Onl POD and PRS have copies but BSD, SAS, and others should be consult									
	13. DOG 9 REV DATE 23/0	4/82 BY 103877		Finally, on Part C, Personnel Processing Costs: PRD has principal									
TINTL	14. S DECES OF	REV CLASS C. AUTH: HR 16	)-2	responsibility but you and POD ar involved particularly on attritic recommendation.									
	15.			0-01826R001100100020-1									